

**On Cost,
On Schedule
and Built for the
Next 50 Years.**



The Renovator

A Pentagon Renovation Program Newsletter

Vol. 7, No. 5, Winter 2003



PENREN is charged with transforming the 60-year old headquarters of the U.S. military into a modern, flexible and efficient work environment. This requires removing hazardous materials, modernizing the utility and IT infrastructure and improving force protection and energy efficiency.

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NEW LEADERSHIP, EXPANDED VISION FOR PENREN

The last Pentagon tenant, displaced by the September 11, 2001 terrorist attack, returned to their Wedge 1 offices on February 6, 2003, completing the recovery and rebuilding effort in Wedge 1. Simultaneously, construction continued at a rapid pace in Wedge 2 to meet the accelerated 2010 deadline to renovate the remaining 4.5 million square feet of Pentagon office space. Due to the Pentagon Renovation Program's (PENREN) success, the scope of their mission has broadened from core renovation activities to a multitude of other tasks. Michael R. Sullivan, newly appointed Pentagon Renovation Program Manager, is responsible for the string of recent successes and PENREN's future direction.



Then Pentagon Renovation Deputy Program Manager, Mike Sullivan, addresses a group of military personnel about plans to rebuild from the 9/11 attack. Mike Sullivan officially took the reigns of the Renovation Program on February 9, 2003.

PENREN was initially established in 1991 to undertake the first renovation of the 6.5 million square foot Pentagon in its 60-year history. The scope of the renovation included complete slab-to-slab demolition, abatement of all hazardous materials, reconstruction to comply with modern building codes and fire and life safety standards and the modernization of information management and telecommunications. The events of September 11 catapulted the Program from routine renovation to a history-making rescue, recovery and rebuilding effort. The Phoenix Project was more than a construction project. It provided DoD an opportunity to gain valuable insights and lessons learned in force protection. Many of these lessons learned are being applied to PENREN's other endeavors, including the renovation of Wedges 2-5, the Pentagon Athletic Center, and Roads, Grounds and Security projects.

Now, as the Pentagon Renovation Program continues to move forward, we have been asked to accept new challenges significantly beyond our core responsibility of renovation and

Continued next page.

A VISION FOR THE FUTURE *(Cont. from page 1)*

Effective February 9, 2003, PENREN was organizationally realigned to report directly to Mr. Raymond DuBois as the Director of Washington Headquarters Services (D/WHs).

This change is consistent with recent Department of Defense changes to establish the D/WHs as having oversight for Alternate Sites Projects, in which PENREN plays a significant role.

In addressing how this change affects PENREN from a functional perspective, Mike Sullivan states, "This change will benefit the Pentagon Renovation Program in several ways. However, this does not give us the liberty to slow down or change how we accomplish our job every day. We will not change our attitude and practice of being the best at what we do. We will not change our relationships with Pentagon tenants, services and agencies because it is paramount that we are the non-parochial mediator in managing the renovation and ensuring everyone gets treated fairly. We will not change our organizational structure, policies or processes or change our approach to providing a quality product while balancing congressionally mandated cost and schedule requirements."

our ever-expanding role in new construction. In addition, we have emerged as a key element in supporting the Department of Defense and the Pentagon's continuity, concept of operations and transformation initiatives," explained Sullivan. "PENREN's vision hasn't changed and our focus remains to support the tenants, their mission and ultimately, the fine men and women on the ground carrying out the mission of the Department of Defense."

PENREN's responsibility has evolved in many areas — one being to ensure the Department of Defense has the capability to carry out its mission by having redundant and survivable systems. For example, the Command Communications Survivability Program (CCSP) provides dispersion and multiple points of presence for selected, vital command communications systems to enhance survivability from attack. PENREN was tasked with taking requirements to reality and, given the critical nature of the requirements, completing the effort on a very aggressive schedule. In accomplishing this task, the Integrated Project Team, with members from not only PENREN but also the Information Technology Agency and virtually every military service and agency in the Pentagon, identified the need for smart technology with the capacity to route command communications systems around a breach from attack in the areas of voice, data, network and messaging.

In another area, PENREN was called on to support the Department's transformation initiative of furthering the concept

of interoperable and joint operations across all military departments. Sullivan explained, "PENREN was targeted by the senior leadership to conceptualize the vision of how the military departments and the command center could better function together in support of the Secretary and Chairman of the Joint Chiefs during normal, crisis or wartime situations. PENREN's Unified Command Center concept stresses "jointness" and interoperability while still taking into consideration the unique missions of each of the military services. Additionally, PENREN has the responsibility of accomplishing assessments, making recommendations and implementing facilities and information technology improvements to ensure capabilities are in place in support of continuity of operations, business and government."

Much like the Department of Defense, PENREN continues to accomplish self-evaluations and strives to remain the optimum organization. The evaluations range from appropriate staffing levels, project team compositions and given our diverse organizational structure, shared leadership roles amongst military, federal government and contractor personnel. Sullivan closes with "Given our ever-expanding role in the Department of Defense and the critical nature of our job, it is paramount that our projects be on cost and on or ahead of schedule, and that our facilities be built for the next fifty years."



ROADS, GROUNDS & SECURITY PROJECTS UNDERWAY

In December 2002, the Pentagon Renovation Program began to improve roads, grounds and security around the Pentagon reservation. Initiated as a direct result of the terrorist attack, these projects will enhance Pentagon perimeter security. With a combined total value of \$35 million, these initiatives will increase standoff distance between the Pentagon and public roadways.

There are two roads, grounds and security projects currently underway: The **Remote Delivery Facility Secure Access Lane (RDF-SAL)** along Route 27 and the **Pentagon Secure Bypass Lane (PSB)**, which involves the rerouting of Route 110 through the Pentagon North Parking Lot.

The RDF-SAL project will enhance security of the Pentagon by increasing standoff distance between the Pentagon and the security station that clears vehicles for entrance into the RDF. Other security enhancements include installation of fences, bollards, walls and berms along Route 27 to control unauthorized access to the Pentagon building and provide additional blast protection. To incorporate these enhancements, modifications to the Route 27 and Columbia Pike interchange are required. These modifications will be performed in a manner that minimizes traffic disruptions and improves the traffic flow through the interchange.

The PSB project will enhance security of the Pentagon by increasing standoff distance between the Pentagon and public roadways. Upon completion of the bypass, all traffic currently traveling along Route 110 will be diverted onto the bypass, resulting in the extension of the Pentagon's secure perimeter. This project will result in the creation of two new parking lots within the secure perimeter of the Pentagon Reservation. Additionally, internal Reservation traffic improvements will enhance local traffic flow and decrease security response time to incidents on the Pentagon Reservation.



Above, an aerial rendering of the Pentagon Secure Bypass project. To the right, an aerial depicting the proposed RDF Secure Access Lane (circled) and a smaller picture depicting existing conditions (inset).

ROADS, GROUNDS & SECURITY TIMELINES

PENTAGON SECURE BYPASS

December 1, 2002: [Phase 1 Construction Begins](#)

- Construction of new parking lot adjacent to Heating & Refrigeration Plant at Boundary Channel Drive
- North Parking partial closures for new Route 110 roadway began January 20, 2003

Fall 2004: [Project Completed](#)

REMOTE DELIVERY FACILITY SECURE ACCESS LANE

February 13, 2003: [Phase 1 Construction Begins](#)

- Construction of reconfigured Columbia Pike/Route 27 Interchange

Fall 2003: [Project Completed](#)



PIECES OF THE PENTAGON *After Rebuilding, Old Parts Find New Homes*

Small in stature and gentle in demeanor, American Legion Post 69 Commander Lester Guidry traveled to the Pentagon on behalf of the City of Lafayette, Louisiana to collect a piece of limestone for a memorial commemorating the thousands lost on September 11, 2001 including Lafayette native LTC Robert J. Hymel who perished in the Pentagon attack. Full of emotion and choking back tears after the long drive, Guidry, a lung cancer sufferer, expressed his gratitude to Pentagon Renovation officials who granted the city's request for limestone.

Similarly, the Very Reverend Walter Madej of Sacred Heart Parish, the largest Polish congregation in New York, made the trek to the Pentagon to retrieve a piece of limestone for a September 11 Memorial Park in Utica, New York.

The Anniston Army Depot of Anniston, Alabama also lost one of its own, MAJ Dwayne Williams, who was killed in the attack on the Pentagon. Once the request for limestone was granted, it was cut into smaller pieces and presented to MAJ Williams' mother, father, wife and children at a ceremony held on the one year anniversary.

Requests have been received from as far away as Naperville, Illinois, Norfolk, Virginia and Brunswick, Maine. Additionally, the Washington Hospital Center in Arlington, Virginia that cared for several burn victims, the U.S. Air Force Museum of Ohio, Rockland County, New York's Patrolmen's Benevolent Association that lost over 90 of its residents at the World Trade Center and the Naval War College, Rhode Island that lost several alumni and students in the Pentagon were granted official pieces of Pentagon limestone.

***NOTE:** Individuals, organizations or agencies requesting limestone or other items from the Department of Defense are required to demonstrate their eligibility and qualifications by meeting several criteria including proof of command endorsement, municipal incorporation, or nonprofit status and maintenance of an existing facility capable of display and protection with an adequate and professional staff to maintain the items. The requested item(s) must have some relevancy or connection to the proposed display site.*

For more information, contact Sandra Dutson: 703-693-8954



A piece of Limestone (top) from the Pentagon was used in the iFreedom Walk memorial (below) built by the Sarasota County Veterans Commission.





MORE 9/11 EXHIBITS



Pentagon Sculpture from DEA's 'Target America' Exhibit.

Other exhibits incorporating rubble from the attack on the Pentagon include the Drug Enforcement Agency's, **'Target America'** exhibit which tracks the historic and contemporary connections of terrorism and drugs and includes charred limestone from the Pentagon and photos of the recovery and reconstruction.

The Smithsonian National Museum of American History's exhibit, **'September 11: Bearing Witness to History'** includes objects from all three sites including amateur photographs of the Pentagon following the terrorist attack through reconstruction, an original, charred



A collection of Pentagon Items from the Smithsonian Exhibit.

1941 locator map as well as a charred television monitor donated from the Navy

Command Center and remnants of a demolished concrete column.



Visitors to the 'here is new york' photo exhibit.

Also marking the first anniversary of the terrorist attack on America, the Corcoran Gallery of Art presented, **'here is new york: a democracy of photographs.'** This exhibition included over 5,500 anonymously placed amateur and professional photographs from all three sites and offered visitors the opportunity to contribute their own photographs and recollections of September 11. The goal of this exhibit is to collect, organize and preserve the event and its aftermath in the broadest possible way.

VISIT THESE WEB SITES FOR MORE INFORMATION:

DEA Museum 'Target America' Exhibit:

<http://www.dea.gov/deamuseum/home.htm>

Smithsonian Nat'l Museum of American History - 'Bearing Witness to History':

<http://americanhistory.si.edu/september11/exhibition/index.asp>

'here is new york':

www.hereisnewyork.org

A busy year for the Pentagon Renovation Program (PENREN) began with a renewed sense of purpose for the dedicated men and women striving to complete the Phoenix Project by the one-year anniversary of the attack while continuing with other renovation projects. The Acquisition and Business Group carried out 379 contracting actions valued at \$746.6 million during Calendar Year 2002. Activities revolved significantly around the recovery of the damaged portions of the Pentagon, the continuation of the renovation efforts, and the planning for additional projects that PENREN was tasked to execute. The group completed 10 source selections with an average duration of 77 calendar days from solicitation release to award decision.

The innovative practices and initiatives of the Acquisition and Business Group were awarded with the 2002 David A. Packard Excellence in Acquisition Award and the 2002 Business Solutions in the Public Interest Award. Given the extraordinary Phoenix Project recovery and reconstruction, the U.S. House of Representatives recognized PENREN and the Phoenix Project team with House Resolution 368 on March 13, 2002. The Phoenix Project was recognized with several additional awards including the 2002 American Society of Civil Engineering Outstanding Civil Engineering Project of the Year, Department of Defense Citation for Meritorious Achievement, Department of Defense Group Achievement Award and the Construction Management Association of America National Capital Achievement Award.

Demolition and abatement underneath the Mall Terrace progressed at a rapid pace on the Pentagon Athletic Center project. The final testing and commissioning was completed in the final phase of the Remote Delivery Facility in March. The first tenants returned to the E-ring of the Phoenix Project in August 2002. More than 3,000 people were moved back into Wedge 1 by September 11, 2002. The intake tunnel shaft was completed in November as the first phase of the Heating and Refrigeration Plant's Intake/Outfall Project. Also in November 2002, the Metro Entrance Facility officially opened to the public. By December, construction in Wedge 2 was approximately 60% complete and 30% complete in basement areas. Both projects remain on schedule to begin tenant moves in 2003.

2002: PENREN YEAR IN REVIEW

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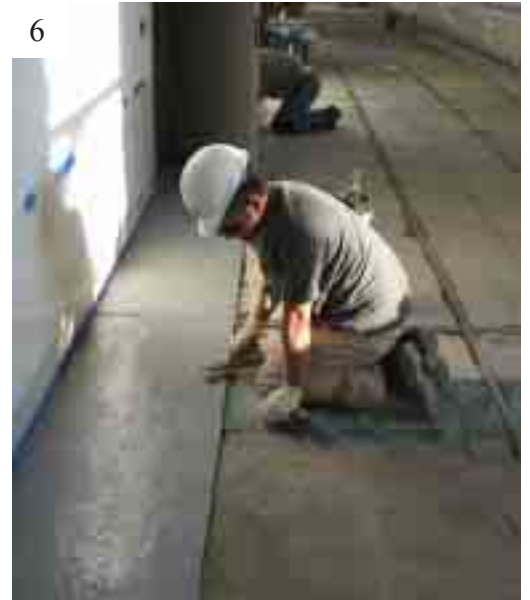


1) The Phoenix Project on September 11, 2002. 2) The Intake/Outfall Project in November 2002. 3) The Metro Entrance Facility in November 2002. 4) & 5) Demolition activity above and below the Mall Terrace in November 2002. 6) Wedge 2 terrazzo work in December 2002. 7) Wedge 2 Tenant fit-out construction in December 2002. 8) The new Wedge 2 mock-up office in December 2002.

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METRO ENTRANCE FACILITY HAS GRAND OPENING - ON SCHEDULE



Cutting the ribbon to officially open the Metro Entrance Facility (MEF) are (from left to right) MEF Project Manager, Chuck Malacarne; Deputy Chief of the Pentagon Force Protection Agency, John Pugrud; Founder of Protecting People First Foundation, Aren Almon-Kok; Director of Administration and Management, Raymond DuBois; and Pentagon Renovation Program Manager, Michael Sullivan.

The Pentagon Metro Entrance Facility (MEF) celebrated its Grand Opening on November 21, 2002. The ribbon-cutting ceremony attended by over 100 people, including Pentagon employees, commuters, MEF construction workers and Pentagon Renovation Program staff. Speakers at the event included Mike Sullivan, Pentagon Renovation Program Manager and Ray DuBois, Director of Administration and Management. The grand opening occurred on schedule, despite a nearly one month construction delay due to the events of September 11, 2001.

The MEF was a security-driven project implemented prior to September 11, 2001. During the ceremony, Aren Almon-Kok, founder of the Protecting People First Foundation, presented the Pentagon Renovation Program and Department of Defense with an award for taking proactive measures that resulted in thousands of lives being saved on September 11. Protecting People First is a nonprofit safety organization dedicated to raising awareness about the dangers of flying glass.

The MEF is also the new home for the Pentagon Tour Office, which features a small auditorium for viewing presentations about the Pentagon. Visitors can also see dynamic informational kiosks put in place by all five military service branches.



Visitors can view videos and other information at special kiosk displays in the Tour Office waiting area



A look at the new facility, which provides a secure location for screening visitors prior to entering the Pentagon.



Waterproofing for the Pentagon Athletic Center project began on the Mall Terrace parking lot. The waterproofing phase should be completed by April 2003.



The Intake Outfall Project will be featured at the ASCE International Pipeline Conference in Baltimore July 16, 2003.



Workers finishing off tenant requirements in Wedge 2 office space on the 5th floor, A-Ring.

PENTAGON RENOVATION PROGRAM *iProject Watchi*



Wedge 1 Recovery/ Phoenix Project

The last Pentagon tenants, displaced by the September 11, 2001 attack, returned to their offices on Feb 6, 2003, completing Wedge 1 for the second time.



Wedges 2-5

Tenant fit-out construction is being completed on the upper floors between Corridors 4.5 and 6. The A-ring tunnel connecting Corridors 4 and 5 through Wedge 2 will be moved to the third floor in March.



Metro Entrance Facility

Open to the public November 21, 2002.



PAC

Waterproofing on Mall Terrace parking lot is underway. Installation of PAC foundation is ongoing.



Intake/Outfall

The Intake Tunnel shaft is complete. The Intake structure and new H&RP screen house are under construction.

An Introduction to *iThe Renovatorsi*

The Pentagon Renovation Program, referred to internally as *iPENREN,i* is an operation that relies heavily on teamwork for its success. Of the 388 core staff members, PENREN is comprised of approximately 22 percent government and 78 percent contractor personnel. The people challenged with renovating the nation's military headquarters are some of the best and brightest in their respective fields, including acquisition and contracting, architecture and engineering, construction management, health and occupational safety, information management and telecommunications, scheduling, relocation planning, management and logistics and resource management. In addition, PENREN considers all of the stakeholders part of its essential team, including the Pentagon Building Management Office, Federal Facilities Division, Pentagon Force Protection Agency, Arlington County, various historical commissions, and several local advisory agencies to ensure that the renovated Pentagon will be completed *iOn Cost, On Schedule, and Built for the Next 50 Years.i*

In this regularly scheduled column you will find stories of the individuals who keep PENREN on track.



**Greg Henion,
DMJM-Harris
Team Leader,
Roads, Grounds
and Security Project**

PENREN's Roads, Grounds and Security projects began in November 2001, with the hiring of Team Leader Greg Henion. Greg has ten years of experience in managing various roadway and transportation facility projects. As the Team Leader, Greg is in charge of all activities involving the RDF Secure Access Lane and Pentagon Secure Bypass projects.

Greg has been with DMJM-Harris for two years. He came to PENREN as a direct result of security initiatives prompted by September 11. *iMy company said there was a roads project at the Pentagon, and asked if I was interested,i* said Henion, *iI jumped at the chance.i*

As the roads projects begin to get underway, Greg has been most impressed by the far-reaching scope of this new initiative. *iThis is unlike any other project I've ever worked on,i* he said, *iIt's a DoD project which includes facilities owned by the Commonwealth of Virginia, so there is extensive coordination between local, state and federal entities.i*

Like all PENREN project leaders, Greg wants the RGS projects to do more than just enhance security. *iIt would have been much simpler to just make the roadways more secure,i* he asserts, *iWe want to increase security, but we also want to improve traffic conditions around the Pentagon*

and make things easier for the people who use these roads.i



**Michael Yopp,
DMJM H&N
Deputy Team
Leader, Roads
Grounds & Security
Project**

Mike Yopp has worn several hats at PENREN before his most recent assignment as Deputy Team Leader for the RGS project. He came to PENREN in 1997 as part of the team put together to vacate tenants in preparation for the Wedge 1 renovation. Two years later, he joined the Metro Entrance Facility project, where he remained until October 2001, when his Army Reserve unit was activated to provide force protection at the National Security Agency. In June 2002, Mike returned to PENREN as the Deputy Team Leader for the Phoenix Project.

As the RGS Deputy Team Leader, one of Mike's main responsibilities is communication with outside agencies such as the Fine Arts Commission and National Capital Planning Committee. Mike says that being on the RGS team is his most unique assignment to date, and the project variety is one of the things he likes most about being at PENREN. *iThe opportunity to work on so many projects is a plus,i* said Mike, *iBut mostly, I like knowing that I was a part of building something that's important and lasting.i*



Tim Wells
DMJM-Harris
Design Manager,
Roads, Grounds &
Security

Tim Wells is a graduate of the University of Alabama at Huntsville.

He has a Civil Engineering degree with a speciality in Environmental Engineering. Prior to coming to PENREN, Tim worked for DMJM-Harris on a variety of roadway and traffic engineering projects. He was first informed of the opportunity at PENREN by his colleague at DMJM-Harris, Greg Henion (RGS Team Leader).

As the RGS Design Manager, Tim coordinates with projects designers and is responsible for quality control on all design documents. The scale of the RGS projects is what initially attracted Tim to PENREN. Since joining the team, he has come to appreciate the Program's reputation and the level of importance given to each and every project.



Quinten Washington
DMJM H&N
Construction
Manager,
Roads, Grounds &
Security

Quinten Washington has been with PENREN since 1999. At that time, he was part of the Chilled Water Line Installation Team. His first construction management assignment was with the Metro Entrance Facility, where his efforts were key to keeping the project on schedule, despite delays caused by the September 11, 2001 terrorist attack.

As the Construction Manager for RGS, Quinten has direct oversight of the project's general contractors and all subcontractors. He is also tasked with maintaining communications between PENREN, Pentagon Building Management and all tenants affected by construction. Quinten maintains, iKeeping all parties informed is key to the success of all PENREN projects.

Frequently Asked Questions:

Q: How many parking spaces will be lost when the roadwork is completed in North Parking?

A: Following the reconfiguration of Rt. 110, the total number of parking spaces will slightly increase and traffic flow will improve around the entire building. Renderings of the finished layout can be seen on the Pentagon Renovation web site.

Q: Can I donate money to the Pentagon Memorial Fund?

A: Through special Congressional authorization, the Department of Defense can accept donations for the Pentagon Memorial and rebuilding effort. Please see the back page of this newsletter for more information.

Q: When will the new Pentagon Athletic Center be opened for use?

A: Phase 1 of the Pentagon Athletic Center will be open for use in December 2003.

Please send questions, comments, concerns, kudos, and complaints to
renovation@army.pentagon.mil.

Please visit the PENREN web site for the most up-to-date information about renovation activities.
<http://renovation.pentagon.mil>

FBI Makes Donation to Pentagon Memorial Fund



FBI agents present a check to the Pentagon Memorial Fund. Pictured from left to right are Special Agents Chris Mayfield and Garrett McKenzie, Pentagon Renovation Program Manager, Mike Sullivan and Special Agent Tom OiConner.

On February 3, 2003, members of the Washington Field Office FBI Agents Association presented a check to the Pentagon Memorial Fund. Mr. Michael Sullivan, Pentagon Renovation Program Manager, accepted on behalf of the Secretary of Defense.

Immediately following the September 11, 2001 terrorist attacks, members of the FBI's Washington Field Office (WFO), responded to the Pentagon. FBI agents searched through the rubble of the Pentagon for victims' remains and evidence for over three weeks.

Many of these agents are members of the FBI Agents Association (FBIAA). The FBIAA is a non-governmental association developed to represent FBI agents. WFO FBIAA agents wanted to do something for the families of the Pentagon victims. Special Agent Chris Mayfield proposed and organized a benefit hockey game with the members of the New York City Fire Departments hockey team. With the backing and support of the FBIAA, this game took place on August 24, 2002 directly following a Washington Capitals game. Half of the \$10,000 raised from ticket sales and a silent auction was donated to the Pentagon Memorial Fund and the other half will be presented to the New York City Fire Departments, Widows and Orphans Fund.

After praising the efforts of the FBI agents, Sullivan commented, "The Pentagon Memorial Project is a joint effort between many people and agencies, united in memory and united in purpose. We will ensure that the Pentagon Memorial is constructed in a way that is respectful to both the families and the victims."

Through special authorization, Congress has allowed DoD to accept donations towards the Pentagon Memorial. To donate money to the Pentagon Memorial Project, please mail checks made payable to "United States Treasury" to Washington Headquarters Services, Pentagon Memorial, Budget & Finance, Room 3B269, 1155 Defense Pentagon, Washington, DC 20301-1155.

Checks should clearly specify "Pentagon Memorial" or "Pentagon Rebuild" in the memo section. Cash donations are strongly discouraged.



Pentagon Renovation Program

*On Cost, On Schedule,
Built for the Next 50 Years*

(703) 697.HELP (4357),

<http://renovation.pentagon.mil>

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| | |
|--|----------------|
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| Mgmt. & Support Svcs. Group Leader _ _ _ _ _ | Sandra Dutson |
| Information & Communications Team Leader _ _ _ | Brett Eaton |
| Communications Specialist _ _ _ _ _ | Rachel Decker |
| Communications Specialist _ _ _ _ _ | George Jackson |
| Web Site and Graphics Specialist _ _ _ _ _ | Bill Hopper |